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## REPORT OF STUDY OF CERTAIN CCI PUBLICATIONS

### 1. Authority for Study

The General Services Office operates a small reproduction facility to print reports and other special material for certain offices of CCI. It was determined that a survey of this reproduction facility and of the material being reproduced should be made to determine if the facility is adequately and efficiently performing this work and if any improvements in format of material and methods could be effected. [REDACTED] Chief, Secretariat, Publications Board, CCI, after clearance with the AD/CI, agreed to the study of the publications on September 24, 1953. The study was started on September 29, 1953.

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### 2. Background

The reproduction facility performing this work as originally established was under the jurisdiction of CCI. Since many technical and personnel problems are involved in such an operation, General Services Office, by agreement with CCI, assumed responsibility for operation of the facility in September 1952.

The plant is small, consisting of three Multilith machines, one 11" x 17" camera, platemaking equipment, a ditto machine, and a multiple punch. Only special work which for security reasons cannot be done elsewhere is done in this plant. Personnel consists of four pressmen and one cameraman. One pressman works from 5:00 p.m. to 1:30 a.m. and one pressman works from 10:30 a.m. to 7:00 p.m. This arrangement is necessary because of the deadlines established on the various reports.

### 3. Scope of Study

The study included a complete review of the publications reproduced by this facility, the methods of handling this work, and the equipment available with which to do the work required.

### 4. Findings and Recommendations

The study revealed that the facility is producing a comparatively large amount of short-run work within very tight deadlines. A tabulation of the number of scheduled reports produced and the time schedules for their production is attached as Appendix A.

It was also found that practically all of the work produced by this facility is done in red and black ink. The red ink preprinted sheets are printed in advance and stocked for use in printing the text of the reports. Some of the preprinting is done in the plant but most of it is done in the [REDACTED] plant. A stocking problem is present since some 40 different preprinted sheets are required.

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Numerous miscellaneous jobs (other than regular periodicals) are also printed by this facility. The number of jobs printed per month is in excess of 300 and the number of press impressions is in excess of 500,000 per month. Annual press impressions are in excess of 6,000,000 and the workload is increasing.

The work produced by the facility is of exceptionally high quality for mat work. Production is satisfactory for work of this type and all deadlines are regularly met. Considerable overtime is worked by these employees, due primarily to special jobs requiring week-end work and late receipt of scheduled jobs in the plant which requires employees to work beyond their regular quitting time in order to get these jobs out. This overtime cannot be avoided.

The reports and publications produced by this facility require numerous maps, many of them in multiple colors. In order to produce this work OGI operates a complete graphics unit which prepares maps as required. Because of the tight time schedule most of this work is produced by the reproduction facility in the building. When time and classification permit certain base maps are ordered from Cartography Division rather than performing the cartography and printing in the local facilities.

This graphics unit also performs other graphics services for OGI and other offices of the Agency. OGI has in process plans to increase the personnel of this unit from three employees to eight employees and to work these employees in two shifts. Since this increase in personnel is primarily for the purpose of increasing the number of graphics in the OGI publications, it will undoubtedly lead to an increase in the amount of printing required of the reproduction facility.

The OGI staff is handling a large and complex amount of material in an efficient manner. This staff fully cooperates with the reproduction facility in all ways and the working relationship is excellent. The OGI staff rendered unusual assistance and cooperation in the making of this study.

A list of specific findings and recommendations pertaining thereto follows:

Finding No. 1

All reports and special jobs done by this facility are printed on only one side of the paper. This results in use of a sheet of paper for each printed page and also doubles the amount of assembling required. During the study the matter of printing on both sides of the paper was discussed with OGI officials and it was determined that some of the reports need to be printed on one side only since the pages are clipped and posted for filing by the users. There are however, other printed publications which are not so used.

Recommendation No. 1

That all reports and other publications which are not to be clipped by the users be printed on both sides of the paper when otherwise feasible. It is to

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be the responsibility of the OGI requisitioning office to indicate those publications and miscellaneous reports which are to be printed on both sides of the sheet.

While no estimate can be made of the savings possible from this recommendation, it will result in use of less paper, less press time, and less assembling time.

#### Finding No. 2

At present the cover sheets of reports are printed three times. One printing is for the classification in red ink; a second printing is for certain standardized material which is printed in black ink; the third printing is for the date and, in some cases, the title of the report.

#### Recommendation No. 2

That the second and third printings (black ink) be combined by use of pre-printing on the plate the standardized material. The date and title (and any other variable material) is to be typed on the preprinted plate. The plate would then be run, thus printing all of this material in a single printing. The preprinting of the plate is to be done in the plant with reproducible ink.

It is estimated that this recommendation will result in a savings of 165,000 press impressions and \$1,650.00 per year. Printing the preprinted plate will cost \$25.00 per year. Net savings will therefore be \$1,625.00 per year.

#### Finding No. 3

Assembling of the daily reports has presented a problem in that four of the reports are printed and assembled between the hours of 1100 and 1400. There are an average of 7,000 sheets of these reports assembled. It has been necessary to have OGI personnel assist with this assembling in order to complete it on time. In addition to this workload there are other dailies, weeklies, monthlies, and miscellaneous reports to be assembled. There has been no specialized personnel employed in the plant to handle this work although arrangements have been made to clear and assign a person to this work.

#### Recommendation No. 3

a. That a specially trained employee be cleared and assigned to this plant to assemble all work produced in the plant.

b. That GSO conduct tests of known semiautomatic collating machines to determine the feasibility of procuring such a machine to facilitate this work. All of this work is to be produced by a single employee, augmented during rush periods by other plant personnel.

NOTE: If it is determined, after adequate testing, that such a machine will facilitate this work GSO should proceed with the procurement. Cost of such machine is not to exceed \$1,000.00.

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Finding No. 4

The largest single problem presented by the OCI work produced in this facility is the necessity of preprinting and stocking some 40 different base sheets upon which the text of the reports are printed. In addition to the cost of this double printing which averages \$250.00 per month there is the problem of maintaining working stocks of these 40 items on hand. Further complicating this situation is the limited space available for stocking these items. The space situation makes frequent printings of small quantities necessary.

During the study the need for printing all classifications in red ink was discussed with OCI officials. While it was agreed that red ink was not required by regulation for all of these classifications, it was felt that because of the use made of these highly restricted documents it is very desirable to continue the present format.

Recommendation No. 4

That GSO procure two type segments for attachment to two of the Model 1250 Multilith machines in the plant. The purpose of these segments is to enable these machines to print two colors at one time. Therefore it will be possible to print the classifications, titles, etc., in red ink and the text of the reports in black ink at the same time. This will completely eliminate the problem and expense of preprinting and stocking the different sheets in red ink.

These segments can be purchased for approximately \$1,100.00 each. Total cost for two segments and necessary type will be approximately \$2,300.00. Savings in printing costs will be at least \$250.00 per month or \$3,000.00 per year. Therefore, the cost of this equipment will be amortized in about 10 months.

The majority of the preprinting which is to be eliminated is done in the [redacted] plant. Therefore the primary benefit to be derived from this recommendation by the local facility is the elimination of the problem of maintaining adequate stocks of the preprinted items and the problem of stocking this material in the limited space available.

NOTE: It may be necessary to redesign the red border around some of the reports in order to efficiently utilize the type segment. If this is necessary, GSO officials will consult with OCI officials in working out a satisfactory border which will work on the machine.

Finding No. 5

The work in this reproduction facility is of such a nature that specially trained personnel is essential to maintain production at the rate necessary to meet the rigid deadlines. There is also the necessity of having the full complement of personnel on board every work day. A small reserve of competent personnel which can be used to fill in for absentees is desirable.

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### Recommendation No. 5

That, within the limits imposed by security requirements, the Printing and Reproduction Division give on-the-job training to competent personnel in all of the phases of work performed in the facility; and that this specially trained personnel be assigned to the plant as necessary to perform any of the types of work for which the personnel may be required.

### Finding No. 6

The present OCI graphics staff of three employees is to be augmented by five additional employees. This will eventually lead to an increase in the number of maps which appear in the daily and weekly reports. Much of this work is in two or more colors and requires considerable time to process. If such an increase materializes it will require various adjustments in order to meet deadlines.

### Recommendation No. 6

a. That OCI give Printing and Reproduction Division officials ample notification of anticipated increases of graphics in the periodicals so that suitable plans can be made to handle such work in the reproduction facility without resorting to continuous excessive overtime.

b. That OCI, to the extent possible consistent with security requirements, have graphics requiring two or more colors printed in the [REDACTED] plant in order to utilize equipment more suitable for this type of work and to prevent overloading the local facility to the extent that difficulty will be encountered in meeting deadlines.

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## 5. Summary of Recommendations, Savings, and Action Required

The recommendations made herein will result in substantial improvements and economies in the handling of this printing program. Some face only printing will be eliminated (Recommendation No. 1); the number of printings of cover sheets will be reduced (Recommendation No. 2); all assembling will be done in the plant by GSO personnel at less cost (Recommendation No. 3); preprinting and stocking of different items will be eliminated (Recommendation No. 4); and trained personnel will be available to fill in in the plant as required (Recommendation No. 5). These recommendations will result in annual labor savings of approximately \$4,625.00 per year and will enable the reproduction facility to handle the increasing workload without an increase in personnel. There are other monetary savings which cannot be estimated. While such savings are important, the additional benefits to be realized from the adoption of these recommendations are of equal importance.

In order to implement the recommendations made herein the following action is required:

### a. By OCI

(1) Make arrangements to print on both sides of the sheet those reports and other material which are not to be used for clipping. (Recommendation

Rev 14)

(2) Arrange with GSO the printing of necessary plates for the standardized black printing of the cover sheets and make these plates available to typists for the typing in of the date, number, etc. (Recommendation No. 2.)

(3) Consult with GSO as necessary in making the change over to the two color printing in order to be of assistance in solving any problems which may arise. (Recommendation No. 4.)

(4) Cooperate in securing clearance of personnel to receive training in the plant for fill-in work. (Recommendation No. 5.)

(5) Keep GSO advised as to possible increases in work loads which could have an effect upon the meeting of deadlines. (Recommendation No. 5.)

b. By GSO

(1) Have a competent employee cleared and assigned to the plant to perform the assembling work. (Recommendation No. 3a.)

(2) Conduct tests to determine whether a semiautomatic assembling machine should be installed in the plant. Procure such a machine if found to be feasible. (Recommendation No. 3b.)

(3) Procure color segments for two multilith machines and discontinue preprinting and stocking of red preprinted sheets when this equipment is installed and in operation. (Recommendation No. 4.)

(4) Select and assign qualified, dependable employees to the plant for on-the-job training in all phases of work performed by the plant. (Recommendation No. 5.)

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/s/ [REDACTED]  
Chief, Printing Advisory Staff 19 Oct 53

Approved for forwarding and discussion:

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/s/ [REDACTED]  
Chief, General Services Office 22 Oct 53

Concurrences:

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/s/ [REDACTED]  
Chief, Secretariat, Publications Board 26 Oct 53

/s/ Huntington D. Sheldon 26 Oct 53  
AD/CI

/s/ L. K. White  
Acting Deputy Director (Administration) 4 Nov 53

✓ DDA Thoms.